

# ICIP: a pivotal institution

2024-2028 Strategic Plan

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## About us

The ICIP (International Catalan Institute for Peace) is an independent public institution created by the Catalan Parliament in 2007 in response to the demand of the social movement for peace.

It is aimed at providing services to public administrations, the academic world, and civil society, and it is accountable to the Parliament and the government of Catalonia and the whole of society.



## Our mandate

To promote a culture of peace in Catalan society and internationally and enable Catalonia to play an active role as an agent of peace in the world.



## Our purpose

To make theoretical and practical contributions to building peace in the areas where we operate and to help increase the collective impact of initiatives that promote a culture of peace everywhere.

# What we do

## Research

1

We prepare and publish reports and surveys, maintain a specialised library, contribute to research efforts, operate a peace culture observatory, and provide awards for research projects at the secondary school level.

## Dissemination

2

We organise seminars and conferences, publish materials, and organise reading clubs. We also create exhibitions and audiovisual materials, organise awards and competitions, maintain a presence in conventional and social media, write articles, and organise talks.

## Action

3

We conduct analysis, reflection, and dialogue sessions with conflict actors; collaborate with initiatives to promote peace, dialogue, and negotiation; help social organisations with projects to promote peace; generate synergies among social, academic, cultural, and institutional actors; and participate in international networks.

In turn, these three areas of activity – Research, Dissemination and Action – cut across ICIP's four work areas:

- **Memory, coexistence and reconciliation**

We promote the participation of victims and diasporas in processes of transition towards peace.

- **Violence in non-war settings**

We provide tools for analysis and action in situations involving intense violence that are not formally recognised as armed conflicts.

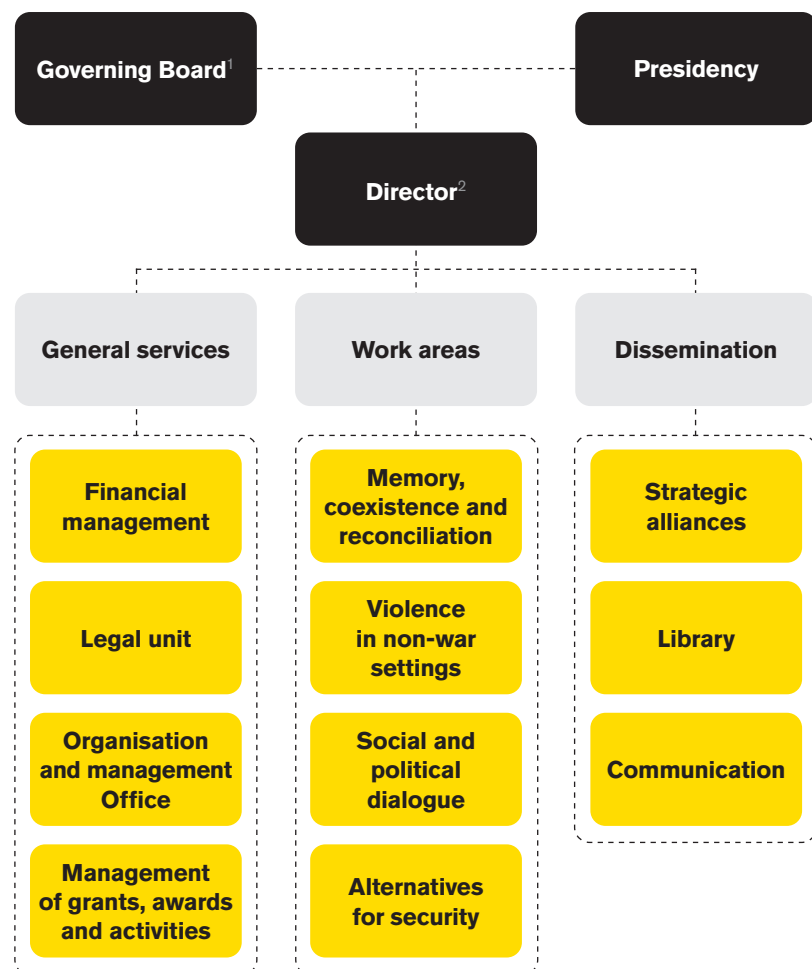
- **Social and political dialogue**

We promote dialogue in Catalonia and internationally, focusing on depolarisation, coexistence and social cohesion.

- **Alternatives for security**

We rethink the traditional view of security with an approach grounded in feminism and a culture of peace.

# Structure



<sup>1</sup> The Governing Board has 10 members: seven are chosen by the Catalan Parliament, and the Government of Catalonia appoints three.  
<sup>2</sup> Elected via a competitive selection procedure. Temporary post with a term of five years, which can be renewed once.

# A pivotal institution

## BACKGROUND

To fulfil an ambitious mandate within a global context that is as dynamic as it is uncertain, ICIP must have the capacity to adapt to changing needs. This, in turn, requires a learning process. For this reason, we have shifted our approach from creating highly detailed strategic plans (2011-2014, 2015-2018) to developing plans that set a goal (i.e. where we want to get to) but leave the process open (i.e. how to get there), precisely because it is inadvisable, within a context of uncertainty, to specify rigid actions beyond our annual planning activities (which can go into thorough detail).

The 2018-2023 Strategic Plan significantly changed ICIP’s organisational structure, creating four work areas. It also established two general aims: “a qualified and motivated team” (an internal aim) and “increasing the ICIP’s social and political impact” (an external aim).

To fulfil the first aim (a qualified and motivated team), ICIP has introduced individual and collective decision-making and planning mechanisms, promoted spaces for horizontal discussion and analysis, adjusted the distribution of tasks and functions, supported the team’s autonomy and creativity, introduced flexible working hours, strengthened the training plan, made a psychosocial support service available to the team, drawn up an equality plan, and is finalising a protocol for the prevention of sexual harassment. However, the most critical task remains pending: finalising ICIP’s specific labour agreement, which began in 2023.

At the same time, we have made significant progress with the second aim (increase ICIP’s social and political impact), as shown by our achievements in the last few years: we have achieved geographical expansion and diversification,

## **The ICIP is an intersection between the institutional and the social and between the local and the global.**

increased our collaboration with social organisations in Catalonia and abroad; collaborated with the Catalan Parliament (celebration of a Peace Day, Prize-giving ceremony for the ICIP Peace in Progress Award and an annual meeting to report on the work carried out); established relationships with the Government of Catalonia's various international delegations; made contacts in the Spanish Ministry of Foreign Affairs and the European External Action Service; supported emerging organisations and research groups with a focus on peace promotion through grants and the annual ICIP Alfons Banda Award (which forms part of the Young Research Awards); organised international events in Catalonia and abroad; promoted two networks for peace promotion in Latin America; increased our media presence; and increased the number of participants in the activities organised by ICIP, subscriptions to our publications, visitors to our website and followers on our social media accounts.

### **NEW CHALLENGES**

Having met our goals for 2023, we are now challenging ourselves to make a qualitative leap. We believe ICIP is a unique organisation within Catalonia and the international context. ICIP is a public institution whose funding, for the most part, comes from the budget of the Government of Catalonia; at the same time, however, it is an institution that functions fully independently of the public administration. Considering that ICIP was created in 2007 in response to longstanding public demand, we might say that our organisation belongs not only to the public administration but also to society itself.

This uniqueness places us at the intersection between the institutional and the social and between the local and the global. As such, **we have a broad perspective**

**and diverse experience that enables us to move among and serve as a bridge – or a hinge – between actors who do not habitually interact with each other.** We also have the institutional and financial stability to innovate concerning our theory of change and our practices and enhance the impact of our work, not just as ICIP but also by supporting the set of social, institutional, academic, and cultural actors working to build fairer and less violent societies in Catalonia and abroad.

To fulfil this hinge function, first and foremost, we must move beyond the rigidity that characterises traditional public administration and create a work culture that is more horizontal and decentralised and complements and promotes other public initiatives. At the same time, we also need to strengthen our capacity to support and multiply the impact of citizen initiatives: not only those that identify themselves as peace movements but also those that work more broadly towards social justice.

Through this process of evolutionary change, **ICIP wants to assume the role of leader and catalyst that corresponds to it** as an institution to nurture and build peace within Catalonia's diverse network of organisations and facilitate their links to international initiatives. By doing so, we aim for Catalonia to develop the necessary capacities to address multiple global peace- and security-related crises and, increasingly, become a benchmark for public policies and initiatives to promote peace.

This aim exists within an increasingly complex global context where the social and institutional mechanisms for constructive conflict management are stressed. The 21st century has witnessed a rise in the number of armed conflicts and humanitarian crises, a surge in violence in non-war settings, and a crisis of social trust in consolidated democracies, with polarising dynamics that hamper coexistence and the proper functioning of the rule of law.

Consequently, this Strategic Plan combines a compass and radar rather than a map. In such a volatile context, it must be a tool to chart a course for a journey whose destination we cannot determine, as it depends on multiple factors.





## What do we mean by “peace”?

As with other concepts such as freedom, democracy and justice, peace does not have a universally recognised definition. The fact that peace can be defined from many different perspectives often means that it is used for other ends. Wars, dictatorships, and the production and proliferation of weapons are frequently justified in the name of peace.

It is therefore important to **emphasise the humanist and egalitarian meaning of the word “peace”**. ICIP agrees with the Universal Declaration of Human Rights when it says that “recognition of the inherent dignity and the equal and inalienable rights of all members of the human family is the foundation of freedom, justice and peace in the world”.

Peace is not just the absence or opposite of war; instead, it is the absence of three types of violence:

- **Direct violence**, i.e. physical or verbal violence applied directly against people, collective property or the environment. It is the most visible form of violence, in which the aggressors and victims are clearly identifiable.
- **Structural violence**, i.e. the social and economic conditions that prevent the most basic human needs from being met. Examples include poverty and hunger. Many more people are affected by the consequences of these conditions than by direct violence.
- **Cultural violence**, i.e. beliefs and values that normalise the existence of the previous two types of violence. Examples include supremacy and the patriarchy.

We interpret our mandate to “promote a culture of peace” as the promotion of “a set of values, attitudes, traditions, modes of behaviour and ways of life that reject violence and prevent conflict by tackling their root causes through education, dialogue and cooperation among individuals, groups and states.”<sup>3</sup>

<sup>3</sup> Declaration and Programme of Action on a Culture of Peace.  
Resolution 52/243, General Assembly of the United Nations, 1999.

# The ICIP method

# 1

## We place victims and marginalised groups at the centre

Those who suffer most from injustice must be able to play a leading role in preventing fresh injustice within a framework of respect for human rights.

# 2

## We act with care in our relationships

Our working methods must be consistent with our aims. One way to achieve this consistency is to place care at the centre of our internal and external relationships with the actors we work with.

# 3

## We promote dialogue between people and organisations with different perspectives

A focus on dialogue requires what we call “attitudes of social care”: **curiosity** to understand the reasons of those who think differently; **respect** for all people, regardless of their positions; and **critical self-analysis**, as nobody can claim the absolute truth.

# 4

## We act to achieve change at the local and global level

The challenges to building peace are global, but individual expression is needed within each context. We must demonstrate fairness and solidarity worldwide while remaining consistent to transform our society.

# 5

## We foster critical thinking, innovation and creative tension

We must leave our comfort zone, ask questions, establish relationships that may be uncomfortable, and find new perspectives and answers.

# 6

## We are inspired by the perspectives of feminism, environmentalism, decolonialism and the defence of human rights

We share the need to transform unjust power relations.

# 7

## We forge alliances and promote participation with and among social, institutional, academic and cultural actors

The transformation we seek is inclusive, plural and radical. Consequently, the broader and more diverse the collaborations, the more transformative power they can have.

# 8

## We are a public service

We are committed to society as a whole from a position of complete independence of action and collective and communal service.



# Strategic areas of focus

## AREA 1: Organisational culture

### STRATEGIC AIMS

- Strengthen our internal capacities for management, innovation and cooperation
- Bolster our institutional structure
- Implement a culture of care
- Ensure the provision of spaces for deep reflection on the internal and external matters tackled by ICIP

We want to evolve towards a working method that disrupts the predominant habits of public administration. Implementing structural changes within an organisation requires a cultural shift. Once this change process has begun, new challenges for which we are not prepared will emerge; that is why we need to develop the necessary capacities to maintain this dynamic throughout the organisation.

### ANTICIPATED OUTCOME

ICIP has consolidated an organisational culture that promotes creativity, individual and collective capacities, horizontal collaboration, physical and mental health, and the happiness of its team and Governing Board.

## AREA 2: Institutional structure

### STRATEGIC AIMS

- Create the regulatory and working conditions necessary to meet the challenges set by this Strategic Plan
- Consolidate the team and strengthen the funding model

Changing the culture of ICIP (Area 1) is intimately linked to its institutional structure; consequently, we need to create the conditions that allow the work team to have sufficient security and flexibility. This requires adapting the working conditions, legal framework, and organisational structure, as well as the autonomy and decentralisation of the technical team.

Moreover, ICIP anticipates significant growth in its permanent and temporary staff, making the need to adapt the organisation's structural conditions to the developed culture even clearer.

### ANTICIPATED OUTCOME

ICIP boasts a solid team and organisational structure regarding working conditions, international operation, and financial sustainability and is adaptable to respond to emerging needs regarding promoting peace.

## **AREA 3: Innovative action**

### **STRATEGIC AIMS**

- Conduct research in ICIP's areas of activity
- Organise events and dialogues
- Create educational materials and organise training to raise awareness of the culture of peace
- Intervene in conflicts through mediation, facilitation and support for different actors

In an unstable geopolitical scenario, we must offer viable, realistic alternatives to transform violent conflicts into reasoned and reasonable disagreements. Through applied research, dissemination, and action, ICIP must constantly innovate regarding methodology, alliances with new actors, networking, and proposals for the future.

### **ANTICIPATED OUTCOME**

ICIP is a benchmark organisation within Catalonia and internationally in its work areas and capacity to interact with other organisations and institutions dedicated to promoting peace.

## **AREA 4: Ecosystem of peace promotion**

### **STRATEGIC AIMS**

- Contribute to a public peace policy for Catalonia
- Observe, inform and influence local and global trends in peace-building
- Increase the plurality of interaction and support for peace-promotion initiatives in Catalonia
- Facilitate Catalonia's cohesion with international organisations

Catalonia boasts an innovative law on peace promotion; public opinion, an associative network and public institutions committed to a culture of peace; consolidated research institutions; and many people in areas such as journalism, advocacy, social work, and global justice activism that can wield significant influence. All of this combines to form a network – an ecosystem – of peace promotion whose potential impact would exceed its current impact if it could overcome its fragmentation. ICIP has a mandate and is committed to helping this ecosystem become more cohesive.

### **ANTICIPATED OUTCOME**

ICIP is an organisation that dynamically enhances Catalonia's peace promotion ecosystem and multiplies initiatives' social and political impact.

## AREA 5: Communication and dissemination

### STRATEGIC AIMS

- Consolidate the peace narrative
- Consolidate our corporate identity
- Seek new audiences and expand our following
- Expand our book collections
- Consolidate the ICIP library as a reference centre

Conflict narratives are usually tendentious and polarised. ICIP has generated reconciliatory narratives that avoid this general trend for several years. With this Strategic Plan, we aim to create new communication strategies that enable us to expand the audience's sensitivity to these issues and influence the conventional narrative to make it more reconciliatory.

At the same time, ICIP aims to raise its profile and place itself at the service of the peace movement in its broadest sense. This, in turn, involves increased promotion of its work and the organisation's capacities.

### ANTICIPATED OUTCOME

ICIP consolidates its position as a benchmark institution for matters related to peacebuilding and helps amplify the peace culture.

These strategic aims and anticipated outcomes are specified in the Annual Operating Plan, which contains indicators and actions for each year.

## Looking ahead to 2028

In line with our mandate and the areas of focus for this Strategic Plan, we have identified the key goals we want to achieve over the coming years:

- 1 Help make Catalonia a **global hub for peace promotion** by facilitating greater synergy among social, academic, cultural and institutional actors and promoting increased interaction between Catalan and international actors.
- 2 Make ICIP part of a **Peace House**, a physical resource that serves as an international benchmark. It is equipped with a specialist library, organises activities and exhibitions (both its own and those of other organisations dedicated to peace promotion), and is aimed at both general and specialist audiences within Catalonia and abroad.
- 3 Contribute **theoretical and practical knowledge** that can influence initiatives and policies to promote peace within Catalonia and internationally.
- 4 Promote the creation of a **Peace Culture Observatory** that contributes data and analyses on social cohesion and coexistence in Catalonia and other countries.
- 5 Consolidate our **dialogue and mediation** efforts between social and political actors at the local and international levels.
- 6 Increase our **impact throughout Catalonia** through ICIP's activities, awards and grants.
- 7 Serve as a **reference point for the media**, especially the Catalan and Spanish press, in our areas of activity and increase the impact of our communication channels.

To achieve these goals, we will need to:

- 1 Consolidate ICIP's team by **recruiting core and temporary staff**.
- 2 Consolidate a strategy to **diversify our financial income** and get back to our budgetary level for 2010 (€2,300,000).

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